

Kansas State Department of Education  
 Targeted Monitoring Review of  
 School Improvement Grants (SIG) under section 1003(g) of the  
 Elementary and Secondary Education Act of 1965  
 July 30-31, 2012

**BACKGROUND**

<b>FY 2009 SIG Schools</b>		
<b>Tier</b>	<b>Number of SIG-eligible Schools</b>	<b>Number of SIG Schools Funded</b>
Tier I	5	6
Tier II	13	4
Tier III	31	2

<b>FY 2009 SIG Intervention Models</b>	
<b>Models</b>	<b>Number of SIG Schools Implementing the Model</b>
Turnaround	1
Transformation	5
Restart	0
Closure	0

<b>FY 2010 SIG Schools</b>		
<b>Tier</b>	<b>Number of SIG-eligible Schools</b>	<b>Number of SIG Schools Funded</b>
Tier I	56	1
Tier II	5	0
Tier III	15	9

<b>FY 2010 SIG Intervention Models</b>	
<b>Models</b>	<b>Number of SIG Schools Implementing the Model</b>
Turnaround	0
Transformation	1
Restart	0
Closure	0

**MONITORING INFORMATION**

**Monitoring Interviews and Award Amounts**

<b>LEA Interviewed</b>	Wichita Public Schools
<b>School Interviewed</b>	Curtis Middle School
<b>Model Implemented</b>	Transformation
<b>Total School-Level Funding</b>	(for three years): \$5,996,509
<b>Total LEA- level funding (Tier 1 and 2)</b>	FY 2009: \$5,996,509 FY 2010: \$1,700,000
<b>LEA Interviewed</b>	Kansas City Kansas Public Schools
<b>School Interviewed</b>	Emerson Elementary School
<b>Model Implemented</b>	Turnaround
<b>Total School-Level Funding</b>	(for three years): \$2,981,887
<b>Total LEA-level funding(Tier 1 and 2)</b>	FY 2009: \$7,116,448 FY 2010: n/a

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<b>SEA Interviewed</b>	Kansas Department of Education
<b>FY 2009 SEA SIG Award</b>	\$25,423, 853 total; \$3,917,408 (regular), \$21,506,445 (ARRA)
<b>FY 2009 LEA SIG Awards</b>	\$24,445,343
<b>FY 2010 SEA SIG Award</b>	\$4,214,063
<b>FY 2010 LEA SIG Awards</b>	\$260,000

- | <b>Staff Interviewed</b>   |  |
|--|--|
| <ul style="list-style-type: none"> <li>➤ <b>Kansas Department of Education Staff:</b> Judi Miller (Assistant Director, Title Programs and Services), Norma Cregan (Assistant Director, Title Programs and Services), Pat Hill (Education Consultant), Ethan Erickson, (Director of Fiscal Services and Operations),</li> <li>➤ <b>Wichita Public Schools:</b> Chief Academic Officer (CAO), Director of Title I, Director of Student Services</li> <li>➤ <b>Curtis Middle School Staff:</b> Principal</li> <li>➤ <b>Kansas City Kansas Public Schools Staff:</b> Chief Financial Officer (CFO) of Federal Programs</li> <li>➤ <b>Emerson Elementary School:</b> Principal</li> </ul> |  |

<b>U.S. Department of Education Staff</b>	
<b>Team Leader</b>	Carlas McCauley
<b>Staff Monitoring</b>	Michael Lamb & Molly Scotch

**OVERVIEW OF MONITORING REPORT**

The following report is based on the U.S. Department of Education’s (ED) desk monitoring of Kansas from July 30-31, 2012 and review of documentation provided by the State educational agency (SEA), local educational agencies (LEAs), and schools. The report consists of two sections: *Technical Assistance Recommendations* and *Monitoring Findings*. The *Technical Assistance Recommendations* section identifies strategies and resources for addressing technical assistance needs. The *Monitoring Findings* section identifies areas where the SEA is not in compliance with the final requirements of the SIG program and indicates required actions that the SEA must take to resolve the findings.

The Department will later issue a *Summary and Observations* addendum that describes the implementation of the SIG program by the SEA, LEAs, and schools visited; initial indicators of success; and any outstanding challenges being faced in implementation. That addendum will focus on how the SEA, LEAs, and schools visited are implementing the SIG program with respect to the following five areas: school climate, teachers and leaders, instructional strategies and time, use of data, and technical assistance.

### **TECHNICAL ASSISTANCE RECOMMENDATION**

*This section addresses areas where additional technical assistance may be needed to improve the quality of implementation of the SIG program.*

**Issue (1):** Although responsive to LEA and school requests for assistance, the SEA could help develop technical assistance strategies at the LEA-level to a much greater extent. It is recommended that the SEA support LEAs in addressing school needs related to SIG program requirements and school turnaround efforts in all of its LEAs. In particular, the LEAs, especially Wichita, would benefit from targeted assistance from the SEA around strategies for increased learning time, systems of rewards, and overall technical assistance plans focused on ensuring fidelity of implementation of all SIG requirements. It is recommended that the SEA broaden existing TA efforts to address these issues as well as other issues related to school turnaround efforts to ensure fidelity of implementation of all SIG requirements.

**Technical Assistance Strategies:**

- ED recommends that KSDE develop technical assistance to LEAs on strategies and methods to provide meaningful technical assistance to schools. Once plans are developed, KSDE should then monitor the use of each LEA's plan. (Responsibility: KSDE)
- Connect KSDE with other states that have robust LEA technical assistance strategies. (Responsibility: ED)

**Issue (2):** Although external providers are often contracted and managed at the district level, some LEAs would benefit from more support around ensuring external providers are held accountable to the services they agreed to provide.

**Technical Assistance Strategies:**

- Connect KSDE with the Center for Innovation and Improvement for strategies to hold external providers accountable and ensure they are providing meaningful professional development. (Responsibility: ED)
- Offer LEAs support in creating plans to track projects and tasks that providers have agreed to complete. (Responsibility: KSDE)

**Issue (3):** Although KSDE and its LEAs are collecting a great deal of data, both could improve the analysis of the data, as well as the use of data in decision-making.

**Technical Assistance Strategies:**

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- Connect KSDE with the Center on Innovation and Improvement to assist with potential implementation of Indistar. (Responsibility: ED)
- Connect KSDE with another state that uses data to make decisions and supports LEAs in doing the same. (Responsibility: ED)

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**MONITORING FINDINGS**

**Summary of Monitoring Indicators**

<b>Critical Element</b>	<b>Requirement</b>	<b>Status</b>	<b>Page</b>
<b>1. Application Process</b>	The SEA ensures that its application process was carried out consistent with the final requirements of the SIG program. [Sections I and II of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of the Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010))]	n/a	n/a
<b>2. Implementation</b>	The SEA ensures that the SIG intervention models are being implemented consistent with the final requirements of the SIG program. [Sections I and II of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010))]	Finding	7-8
<b>3. Fiscal</b>	The SEA ensures LEAs and schools are using funds consistent with the final requirements of the SIG program. [Section II of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010)) ; §1114 of the ESEA; and Office of Management and Budget (OMB) Circular A-87]	n/a	n/a
<b>4. Technical Assistance</b>	The SEA ensures that technical assistance is provided to its LEAs consistent with the final requirements of the SIG program. [Section II of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010))]	n/a	n/a
<b>5. Monitoring</b>	The SEA ensures that monitoring of LEAs and schools is being conducted consistent with the final requirements of the SIG program. [Section II of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of Elementary and	Finding	8

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	Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010))]		
<b>6. Data Collection</b>	The SEA ensures that data are being collected consistent with the final requirements of the SIG program. [Sections II and III of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010))]	n/a	n/a

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**Monitoring Area: School Improvement Grants Program**

**Critical Element 2: The SEA ensures that the SIG intervention models are being implemented consistent with the final requirements of the SIG program.**

Finding (1). The KSDE did not ensure that all schools have implemented increased learning time, as required for the transformation model. While some schools have implemented a longer day, other schools have not given all students the meaningful opportunity to participate in increased learning time, or have not yet implemented increased learning time altogether.

Citation: Section I.A.2(a)(viii) of the final requirements for the School Improvement Grants authorized under section 1003(g) of Title I of the Elementary and Secondary Education Act of 1965, as amended (75 FR 66363 (October 28, 2010)), requires an LEA implementing the turnaround model to establish schedules and implement strategies that provide increased learning time (as defined in the final requirements.)

Further action required: Within the next 30 days, the KSDE must take a number of steps to become compliant with the SIG requirements. The KSDE must submit evidence to the Department that it has reviewed each LEA that received SIG funds to implement the transformation or turnaround model to determine if increased learning time is being provided consistent with the SIG final requirements. Additionally, the KSDE must submit to the Department a timeline for implementation of increased learning for any school it determines is not currently doing so. Finally, prior to making continuation awards, the KSDE must submit evidence that the schools it has selected to award have the capacity to implement increased learning time and have provided a timeline for implementing increased learning time in the LEA application in their first school year.

Finding (2): The KSDE has not ensured that all schools have established a system of rewards for school leaders, teachers, and other staff as required by the transformation model.

Citation: Section I.A.2. (d)(1)(i)(c) requires that an LEA must identify and reward school leaders, teachers, and other staff who in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so.

Further action required: The KSDE must provide a timeline to the Department for implementation of a system of rewards at all SIG awarded schools within 30 days of the receipt of this report.

Finding (3): While the KSDE received approval to delay implementation of the teacher and principal evaluation systems as required by the transformation model, the KSDE has not ensured that it is in compliance with the conditions of the waiver.

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Citation: Section I.A.2. (d)(1)(i)(B) requires that an LEA must use rigorous, transparent, and equitable evaluation systems for teachers and principals that take into account data on student growth (as defined in the final requirements) as a significant factor as well as other factors such as multiple observation-based assessments of performance and ongoing collections of professional practice reflective of student achievement and increased high school graduation rates, and are designed and developed with teacher and principal involvement.

Further action required: The KSDE must provide a timeline to the Department for implementation of a principal and teacher evaluation system consistent with the conditions on the approved waiver for the final requirements within 30 days of the receipt of this report.

**Critical Element 5: The SEA ensures that monitoring of districts and schools is being conducted consistent with the final requirements of the SIG program.**

Finding: The KSDE and the LEAs receiving SIG funds have not monitored SIG implementation as outlined in the final requirements.

Citation: Section 80.40 of the Education Department General Administrative Regulations (EDGAR) states that grantees must monitor grant and subgrant activities to ensure compliance with applicable Federal requirements. Section 9304(a) of the ESEA requires that the SEA must ensure that (1) programs authorized under the ESEA are administered in accordance with all applicable statutes, regulations, program plans, and applications; and (2) the State will use fiscal control and funds accounting procedures that will ensure the proper disbursement of and accounting for Federal funds.

Further action required: The KSDE must submit to the Department a timeline and monitoring protocol for its future monitoring efforts of LEAs and schools, and for LEAs of schools, receiving SIG funds within 30 days of the receipt of this report.